




TOWN OF FREDERICK M E M O R A N D U M

TO: Mayor Eric Doering
Town Board of Trustees

FROM:  Derek Todd, Town Administrator

DATE: March 2, 2009

SUBJECT: **3/10/09 Board Presentation from Larry Burkhardt – South West Weld Economic Development Initiative Resolution**

At the March 10, 2009, Board meeting, Larry Burkhardt (President and CEO from Upstate Colorado) will be in attendance to present on a topic for your consideration. While Upstate Colorado is the economic development organization that promotes businesses that provide primary employment throughout Weld County, Larry will be presenting on an initiative that has been designed to specifically benefit the southwest weld region of the county.

Larry along with representatives from municipalities (including Mayor Doering and me), area businesses, and chambers of commerce from the southwest area of Weld County have been working on a project over the past several months called the “Southwest Weld Economic Development Initiative”. Prior to Larry’s arrival about three years ago, the parent organization of Upstate Colorado focused primarily on Greeley’s economic development needs. However, this initiative is meant to create a unified plan for the area described in the resolution that will benefit our area as well.

The draft resolution that Larry will present at the meeting is attached for your review. Additionally, the document that the workgroup has created to enhance the economic development efforts in the southwest Weld area is also attached. While still in draft form, this document seeks to describe the roles, goals, and objectives that will allow economic development successes to be initiated and measured in this area. Please read through these documents and come to the 3/10 Board meeting prepared with any questions that you might have regarding this initiative.

Finally, Larry will discuss the event where this initiative will be “unveiled” and discussed by the full community of government and business leaders in the southwest Weld area. As the group needed a centrally located venue, we volunteered and scheduled the Frederick High School auditorium for the event to take place on Thursday, April 16, 2009, at 5:30 PM.

RESOLUTION

IN SUPPORT OF THE SOUTHWEST WELD ECONOMIC DEVELOPMENT INITIATIVE

WHEREAS economic development results in an overall improvement of the standard of living, and is an essential component of community success, and

WHEREAS the practice of economic development is a highly competitive activity, with several thousand active economic development organizations across the country—resulting in the need for effective marketing and positioning, and

WHEREAS jurisdictional boundaries are largely unimportant to companies considering expansion or relocation; resulting in a heightened importance being given to regional considerations—particularly in areas such as labor force, transportation, higher education and access to markets, and

WHEREAS Colorado in general, and the Front Range in particular continue to be highly attractive locations for prospective employers, and

WHEREAS it is increasingly important to present viable regional solutions in order to enhance area attractiveness and secure corporate locations, and

WHEREAS the Southwest quadrant of Weld County, bounded generally by Highway 60 on the north, and by Highway 85 on the east, including the communities of Berthoud, Brighton, Dacono, Erie, Firestone, Fort Lupton, Frederick, Johnstown, Mead, Milliken and Platteville, has identified many tangible regional assets attractive to primary sector employers, and

WHEREAS Upstate Colorado Economic Development, as the lead economic development corporation serving all of Weld County, has convened the communities within the aforementioned geographic boundaries for the purpose of structuring a collaborative economic development strategy for the retention and attraction of primary sector employers that focuses on that region, and has developed a mission, vision, goals, objectives and strategies associated with that effort,

NOW THEREFORE, the _____ endorses the Southwest Weld Economic Development Initiative in principle. Furthermore, we encourage regional leadership in business, government, education and the nonprofit community to actively support the collaborative efforts of those associated with the Initiative, and to do all they can to assist with the Initiative's implementation, advancing the economic fortunes of our area.

Signatory

Date

GOALS, OBJECTIVES & STRATEGIES

SW WELD ECONOMIC DEVELOPMENT INITIATIVE

January, 2009

Vision: SW Weld County is a well-known area that attracts and retains primary employers offering competitive incomes, and whose demographic profile reflects an average income at least 110% of the Colorado average

Mission: Expand economic opportunity for local residents, businesses and governments by building and diversifying the primary job base in SW Weld County

GENERAL

Goal 1: Facilitate the increase of primary sector jobs in SW Weld County by a minimum of 1,750 new primary jobs during the next five years

Objective 1: The SW Weld Economic Development Initiative shall be established as an on-going, collaborative effort, inclusive of the various stakeholders in economic development in the geographic area defined by Highway 56 on the north, south to the county line; and Highway 85 on the east, west to the county line

Objective 2: Provide accountability and discipline to the economic development plan

Strategy 1: Develop specific performance measures that will mark progress against economic development Goals

Strategy 2: Construct and maintain on-going trend data, including income, population and demographic measures that assess progress against the economic development plan

Objective 3: Identify existing constraints to economic development, and mitigate where possible

Objective 4: With an understanding of industrial site selection process, identify the principal characteristics of SW Weld that present themselves as key attractors to desirable primary employers

Strategy 1: Develop concise "fact sheets" that provide summary information on area labor, properties, transportation access, education resources, etc.

Objective 5: Establish and secure an appropriate budget needed for effective implementation of the economic development plan

Strategy 1: Construct an economic impact model that quantifies the positive

economic benefits (return on investment) associated with the creation of 1,750 new primary jobs during the next five years

Strategy 2: Employ the economic impact model as a tool to solicit increased funding from public and private sources to support economic development activities

Objective 6: Establish a strong identity for the area as a center for business, while recognizing the need to participate in regional job creation efforts, and the need to leverage assets and amenities that exist on a regional basis

Goal 2: The SW Weld area achieves and maintains a jobs/housing ratio of 1.2 to 1

WORKFORCE

Goal 1: Provide employer access to a well and appropriately-trained, available workforce

Objective 1: Develop partnerships to assist the communities of SW Weld in developing into unique, quality areas that are attractive to young workers and innovative companies

Objective 2: Attract and retain community college and university graduates to SW Weld communities

Strategy 1: Conduct focus group sessions with young knowledge workers to identify attractors that become important factors in decision as to where to live

Strategy 2: Develop an area young professionals interest group that could provide career information, networking opportunities and informal interface with area employers

Strategy 3: In discussion with local employers and others, identify skillsets that are and will be in demand to develop a pipeline of trained and/or trainable employees for the target industries

Objective 3: Develop and maintain working partnerships with local community colleges that will develop curriculum to meet local employer skillset needs

Objective 4: Develop and publish a profile of the area's "laborshed," including an analysis of skills, experience, educational attainment, commute patterns, etc.

MARKETING

Goal 1: Construct and implement an effective marketing plan that presents the opportunities and strengths of the SW Weld area to existing and prospective primary employers

Objective 1: Identify industry targets that are an appropriate fit for the area's unique Characteristics

Strategy 1: Determine on a community-by-community basis, "What kind of community do we want to become?"

Strategy 2: Identify industry sectors that appear to be consistent with community vision, promote economic development goals, and would enjoy a competitive advantage if located within SW Weld.

Strategy 3: Identify and market community and regional assets that would contribute to a competitive advantage for desired industry sectors

Objective 2: Expand the area's marketing reach by working with the State of Colorado Office of Economic Development and International Trade (OEDIT) and the Metro Denver EDC through a strong partnership with Upstate Colorado Economic Development

Strategy 1: Develop a web presence on Upstate Colorado's site that is linked to and from all partners' websites. Such site should detail labor and demographic information, community profiles, education and transportation resources, and any other appropriate information that will effectively promote the region

Objective 3: Develop an awareness of the SW Weld area as a desirable business location with site selection consultants and prospective employers

Strategy 1: "Brand" the SW Weld area in order to position it within the Upstate Colorado region and the State of Colorado

Strategy 2: Seek opportunities to build relationships with site selection consultants, including periodic updates, familiarization tours, and visits to their offices

Strategy 3: Construct and maintain a web-based inventory of industry suppliers that can provide essential products and services to existing and prospective primary employers

Strategy 4: Create and maintain a database of available buildings and properties suitable for industrial users. Database should include information on property size and characteristics, infrastructure, zoning, allowable uses and contact information.

Objective 4: Generate support for economic development among the general population through aggressive internal marketing

Strategy 1: Construct an Annual Report detailing the economic development

activities and results occurring within the SW Weld area. Such report should include pertinent trend data related to income and employment, and should be widely distributed to the media, area service clubs, schools and local governments

Strategy 2: Continue using the monthly SW Weld Economic Development lunch program to give exposure to potential and real economic development strategies, projects, new employers, consultants, etc., in order to build support within this important interest group

Strategy 3: Seek opportunities to speak with local service groups, trade associations, citizen organizations, etc. to promote the goals and strategies of economic development

Strategy 4: Develop a schedule of public, regular economic development updates to local governing boards

Strategy 5: Develop a public information plan that seeks opportunity with local and regional print and broadcast media, including op-ed pieces, radio and television interviews, etc. Seek opportunities to celebrate successes; inform the audience about progress and challenges; and educate regarding the importance of economic development

Objective 5: Create and maintain an environment of cooperation and collaboration among communities within SW Weld for the purpose of attracting and retaining primary employers

Strategy 1: Construct and support an oversight group with representation from each community that will establish and monitor specific strategies with partner organizations for the purpose of implementing the economic development plan

Strategy 2: Encourage active involvement and support from each community with all the core partner organizations that will provide support to the economic development program

Strategy 3: Develop a uniform, performance-based economic incentive program that could be made available to primary employers by each city or town throughout the defined SW Weld geography, in order to minimize the chances of incentive-based inter-community competition.

Strategy 4: Establish a policy that precludes the extension of economic incentives to a company considering a move from one SW Weld community to another. Such policy would allow the offering of incentives if the subject company had eliminated its current location from consideration, and was considering locations outside the SW Weld area.

BUSINESS AND REGULATORY CLIMATE

Goal 1: Achieve on-going support within the region for the retention/expansion and attraction of primary employers

Objective 1: Build and maintain support among local government officials for economic development activities

Strategy 1: Conduct twice-annual seminars for local elected officials and staff explaining the need for and the methods used to promote economic development. Seminars will be scheduled after normal election cycles, in order to focus on newly-elected officials

Objective 2: Build an understanding of the respective roles of the public and private sectors in economic development

Strategy 1: Encourage long-range community planning that includes appropriate land use designations that allow for industrial and business park development

Strategy 2: Promote and support opportunities that result in expanded public infrastructure, including exploitation of all appropriate funding mechanisms

Goal 2: Stimulate a public/private partnership in the area that results in a regulatory climate that encourages public sector involvement and private sector investment in communities, resulting in an expanded primary job base

Objective 1: Establish local government review and permitting procedures that provide the development community with a clear understanding of the time and costs required of specific projects

Strategy 1: Assess best practices of successful communities around the country with regard to fast-track review and permitting procedures

Strategy 2: Develop and make available materials, including checklists and flow charts, that graphically describe the costs and time involved with development projects

Strategy 3: Simplify the development process for applicants, and resolve conflicting regulatory requirements by encouraging local governments to offer pre-application conferences that involve all appropriate review departments and agencies

Strategy 4: Assist in the development of effective economic incentive programs that reflect the political will of individual communities, and provides benefits to both existing and prospective employers

BUSINESS SUPPORT

Goal 1: SW Weld is an area that is supportive of existing primary employers, resulting in

increased direct and indirect employment opportunities, higher sales and property tax receipts, and a reputation that encourages new business locations

Objective 1: Identify and develop a network of partner organizations that provide support to local primary employers

Strategy 1: Actively involve known partners, including Upstate Colorado Economic Development, the Weld County Small Business Development Center, local Chambers of Commerce, Weld County Employment Services and area local governments in the support of local primary employers

Objective 2: Identify, anticipate and respond to the needs of local primary employers, resulting in a supportive environment for business growth

Strategy 1: Develop a structured business visitation program that seeks to establish productive relationships with local primary employers, and identifies business successes, challenges, needs and opportunities for assistance

Strategy 2: Develop programs that provide recognition for local business success

Strategy 3: Work with local governments to develop a regulatory climate that protects the public, yet provides the opportunity for local business to be competitive within their specific market

Strategy 4: Establish a CEO Roundtable program that provides the opportunity for information sharing among business leaders

Objective 3: Establish programs that support emerging, new primary employers

Strategy 1: Build working partnerships with SBDC, SCORE and others that can assist new companies with business formation and business planning issues

Strategy 2: Construct networks of support services that can provide assistance with intellectual property protection, management team recruitment, marketing, etc., necessary for successful business launch

Strategy 3: Encourage financial support of emerging companies, through the use of existing tools, and the development of angel capital groups

Goal 2: SW Weld is an area that is able to attract and retain quality primary employers

Objective 1: Prospective employers will have a variety of choices within SW Weld to locate their business

Strategy 1: Encourage public/private partnerships that result in the establishment of properly-zoned, shovel-ready industrial sites and business parks

Strategy 2: Support the construction of spec buildings that can be readily available for primary employers

Strategy 3: Where possible, pursue funding opportunities, such as Community Development Block Grant (CDBG) and Private Activity Bonds to facilitate extension of infrastructure and construction of industrial buildings

SW WELD ECONOMIC DEVELOPMENT INITIATIVE

ROLES AND RESPONSIBILITIES

P=Primary role

S=Support role

	SBDC	Upstate	Chambers	County	City/Town government	Steering Committee	Community College	Outside consultant
CATEGORY								
GENERAL						P		
Develop performance measures						P		
Construct and maintain trend data		P	S		S			
Identify and mitigate econ dev constraints		S		S	P	S		
Develop fact sheets		P	S	S	S	S		
Establish and secure appropriate budget		P		S	S	S		
Construct economic impact model								P
WORKFORCE								
Focus groups with young knowledge workers		S	S			P	S	
Develop young professionals group		S	S			P		
Conduct skills survey		P				S	S	
Develop and publish laborshed profile		P		S	S	S		
MARKETING								
Construct marketing plan		S				S		P
Implement marketing plan		P	S			S		
Establish community vision		S	S		P	S		
Identify industry targets		S		S	S	P	S	
Develop consistent web presence		S	S			S		P
Brand SW Weld area to position it within Upstate Colorado		S				P		
Build relationships with site selectors		P	S	S	S	S		
Construct web-based inventory of industry suppliers		P		S		S		
Create and maintain database of available buildings and land		P		S	S	S		
Construct annual report of activities		S				P		
Continue SW Weld Economic Development lunch		P						
Establish speakers bureau						P		
Develop regular schedule of updates for governing boards					S	P		
Develop public information plan		S				P		
Define steering committee membership and responsibilities		S				P		
Develop code of ethics to eliminate "poaching" of companies		S				P		
BUSINESS AND REGULATORY CLIMATE								
Conduct economic development seminars for electeds		P						
Identify and pursue all potential for infrastructure funding		P		S	S			
Identify fast-track permitting best practices		S		P	P	S		
Develop checklists and flowcharts for permitting		S		P	P			
Implement pre-application processes				P	P			
Assist in development of performance-based incentives		P		S	S	S		
BUSINESS SUPPORT								
Develop structured business visitation program	S	S	S			P		
Develop business recognition program	S	S	S			P		
Establish a CEO Roundtable program		P				S		
Support new companies in business formation issues	P	S	S			S		
Construct networks of support services	P	S	S			S		
Investigate feasibility of establishing angel network	S	P				S		